

**A HISTORY OF LEADERSHIP BUILT  
ON THE PROMISE OF SERVICE**



## SERVICES FOR NONPROFIT ORGANIZATIONS



## UNDERSTANDING GAINED FROM EXPERIENCE

Every nonprofit organization is unique. From trade associations to social service entities to cultural institutions to colleges and universities, they serve varying constituencies, have varying goals, face varying challenges. But some challenges are universal.

All face tighter funding. All seek creative new ways to better leverage their people and resources to continue to meet their mission in an environment where every nonprofit is pushing to do more with less.

At RSM, we understand. Understand because, for decades, we've worked with nonprofits of virtually every kind. Understand because our nonprofit team offers proven leadership serving organizations like yours. Understand because we are devoted to filtering all that we've learned through the prism of your organization's unique mission, goals and challenges.

Any firm can claim dedication to the nonprofit sector. RSM has proven it. We have a dedicated team of 800 professionals focused on serving nonprofit clients. And every one of our nonprofit professionals receives regular continuing education on emerging issues affecting tax-exempt organizations. This powerful team serves more than 3,000 nonprofit clients nationwide, including:

- Membership, professional and trade organizations
- Charitable organizations
- Cultural organizations
- Religious organizations
- Research and scientific organizations
- Foundations
- International organizations
- Private schools: K-12
- Colleges and universities

Our professionals are actively involved in both state CPA societies and the American Institute of Certified Public Accountants subcommittees, addressing nonprofit concerns, as well as leading nonprofit industry associations, including:

- American Society of Association Executives
- Finance and Administration Roundtable
- InsideNGO
- National Business Officers Association
- National Grants Management Association
- National Association of College and University Business Officers

In addition, we have participated as an advisor to the President's Council on Integrity and Efficiency through the Quality of Audit Roundtable and were a founding member of the American Institute of Certified Public Accountants (AICPA) Government Audit Quality Center.

But your organization doesn't operate in a vacuum, and neither does our nonprofit team. We routinely apply the lessons we learn serving organizations in a full spectrum of industries to the challenges facing our nonprofit clients. RSM US LLP is the fifth largest U.S. provider of audit, tax and consulting services. With nearly 8,000 professionals in more than 80 offices nationwide—and as part of a international network of independent audit, tax and consulting firms with more than 37,000 people in over 110 countries—we have the local resources and global depth to serve clients of all sizes, wherever your needs or opportunities might take you.

## SHARING OUR KNOWLEDGE

RSM's nonprofit professionals constantly distill the knowledge we gain from our clients into a steady stream of insights on accounting, tax, operations, technology and financial issues, helping you transform today's challenges into tomorrow's opportunities.

- **Continuing Professional Education (CPE)** through monthly webcasts and annual summits focused on trends and issues affecting the nonprofit industry.
- **RSM MarketPrism** – an analysis and benchmarking tool built on our broad nonprofit experience that lets you compare your organization to your peers on key performance indicators.
- **Seminars and business roundtables** in select locations designed to provide valuable education and networking opportunities for nonprofit financial personnel.

### Publications and additional resources

- **Audit Committee Guide for Nonprofit Organizations** created to provide guidance for the audit and finance committees responsible for the governance aspects related to nonprofit organizations.
- **White papers on key issues and trends**
- **Accounting Research Manager**, our online research management tool that includes FASB Statements and Interpretations, AICPA Statements of Position and guidance on other accounting standards and applications.

#### ▪ Newsletters

- **MUSE**, a bimonthly electronic newsletter covering recent developments for nonprofits
- **Investment Industry Insights**, quarterly developments in finance for alternative investment providers
- **Financial Reporting Insights**, biweekly updates on financial reporting developments and practice issues
- **Tax Digest**, monthly updates on key tax changes and decisions
- **Border Crossing**, quarterly international tax news and updates

"The financial and accounting needs of nonprofit organizations are unique. The professionals at RSM understand us. As an organization working to improve quality of life, the Community Foundation benefits from the industry expertise RSM brings as a leader in understanding and serving nonprofit organizations."

Karla Jones-Weber, CPA, CFO & Director of Administration  
Community Foundation of Greater Des Moines

## AUDIT SERVICES THAT DELIVER VALUE, NOT JUST REPORTS

An audit or report may be the product of our audit professionals' work, but the true value of our services is in our approach. Because of our deep understanding of nonprofit operations and issues, we know how to best structure our approach to focus on the right areas and risks to produce a quality audit report.

We will get to know you. In surveys, our clients tell us that our audit teams are the number one reason we earn their loyalty. We work hard to develop and retain our professionals and strive for continuity on our client service teams. By building experience with your organization and with your people, we can better keep you abreast of our progress and can raise issues as they occur. That doesn't just build a better audit relationship, it helps us deliver a quality, value-driven audit.

By combining our dedication to understanding and serving your organization with our industry knowledge, integrity and thoroughness, we deliver sound, independent and objective opinions regarding your financial statements. We go beyond the numbers, turning data into information and recommendations that can assist you in better decision making and improving future performance.

We emphasize education in your industry and ours, so that every team member has the technical knowledge to effectively address your other audit needs. This commitment to understanding both your industry and your strategic goals means that every RSM professional will strive to develop the deep understanding of your organization that allows them to deliver value-added insights year round.

Our audit services for nonprofit clients include:

- Financial statement audits
- Single audits (OMB Circular A-133)
- Agreed-upon procedures
- Employee benefit plan audits
- OMB Circular A-110 internal control evaluations

"RSM has provided excellent audit and tax services to us for many years. The technical knowledge of both the audit and tax teams provides us with thorough audits and tax assistance and submissions. They understand our business and bring a depth of experience with nonprofit organizations across the country. We can always count on RSM to be responsive and helpful."

Connie Stern, Vice President of Finance  
The Associated Jewish Charities of Baltimore

## EXPERIENCE A COMMITMENT TO SERVICE

We're so dedicated to understanding the needs of organizations like yours, we have a team of professionals that work exclusively with nonprofit organizations.







## TAX SERVICES THAT PROTECT THE PRESENT AND BUILD THE FUTURE

At RSM, we understand that tax-exempt actually means that your tax situation is often as, or even more, complicated than that of a for-profit entity. Taxes are a unique concern for nonprofit organizations. Your tax-exempt status is among your most important assets. Today, with governments at local, state and federal levels all starved for revenue, enforcement efforts are at all-time highs. That's why, in addition to traditional tax planning and compliance services, we also focus on issues like tax-exempt status and unrelated business income reviews.

Our nonprofit tax professionals work with you to develop holistic compliance and planning strategies that integrate all of your local, state, federal and even international tax concerns into solutions that deliver the right results for your organization. Our tax professionals are thoroughly versed in the Form 990 and all of its complicated instructions. This insight is a result of our participation on national boards and committees, as well as involvement with the Gulf Coast Area TE/GE Council, the Exempt Organizations Taxation Technical Resource Panel of the AICPA and as members of the Form 990 redesign team. This experience allows our advice to you to be focused on how to utilize the Form 990 to your advantage and on an annual basis, tell your story, all the while, reducing optical risk in sensitive reporting areas.

Our tax services for nonprofit clients include:

- Tax compliance
- Functional expense allocation studies
- IRS representation
- Tax-exempt status reviews
- Unrelated business income tax (UBIT) reviews
- Compensation and employee benefits
- Backup withholding exposure reviews
- Political program structural review
- Mergers, acquisitions and restructurings
- ASC 740 (f/k/a FIN 48) reviews
- Post-issuance bond compliance reviews
- Reverse audits
- Private letter ruling services
- Business valuation and appraisal services
- Foreign compliance and penalty review services
- Board training services
- Compliance planning for special events
- State and local tax services
- International tax services

"RSM has been an invaluable partner to Stone Ridge over many years, as we have navigated both the day-to-day accounting complexities of an independent school and the inevitable challenges that arise when we embark on new initiatives and projects. They have a keen eye for the details and a broad perspective on the challenges facing nonprofit organizations. Perhaps most importantly, we always enjoy working with them."

Eric Osberg  
Director of Finance & Operations  
Stone Ridge School of the Sacred Heart

## EXPERIENCE DEDICATION TO YOUR MISSION

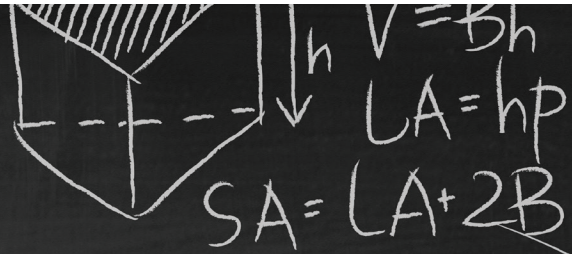
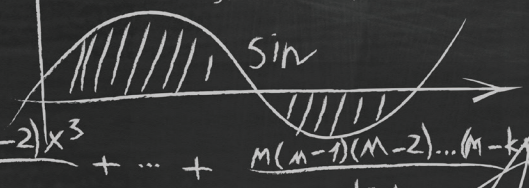
As a tax-exempt organization we understand your mission is critical to your success. Our professionals work with you, side-by-side, to ensure that your unique story is told.



$$= \cos^2 \alpha - \sin^2 \alpha = 1 - 2 \sin^2 \alpha = 2 \cos^2 \alpha - 1$$

$$= \frac{2 \operatorname{tg} \alpha}{1 - \operatorname{tg}^2 \alpha} \quad \operatorname{ctg} 2\alpha = \frac{\operatorname{ctg}^2 \alpha - 1}{2 \operatorname{ctg} \alpha}$$

$$\sin \frac{\alpha}{2} = \pm \sqrt{\frac{1 - \cos \alpha}{2}}$$



$$\sin 3\alpha = 3 \sin \alpha - 4 \sin^3 \alpha$$

$$\operatorname{tg} 3\alpha = \frac{3 \operatorname{tg} \alpha - \operatorname{tg}^3 \alpha}{1 - 3 \operatorname{tg}^2 \alpha}$$

$$\cos 3\alpha = \cos^3 \alpha - 3 \cos \alpha \sin^2 \alpha$$

$$\sin \alpha =$$

$$\cos \alpha =$$

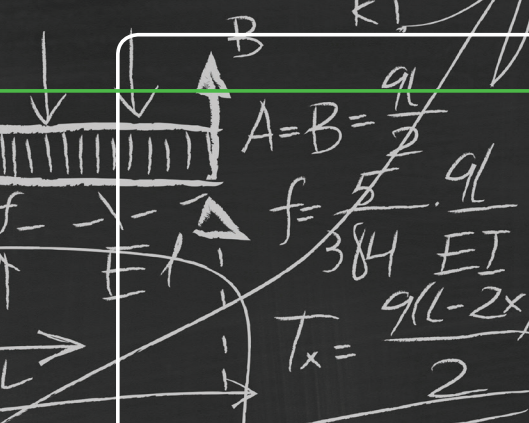
$$\operatorname{tg} \alpha =$$

$$\sin(-\alpha) = -\sin \alpha$$

$$\operatorname{tg}(-\alpha) = -\operatorname{tg} \alpha$$

$$\sin\left(\frac{\pi}{2} \pm \alpha\right) = \pm \cos \alpha$$

$$\operatorname{tg}\left(\frac{\pi}{2} \pm \alpha\right) = \mp \operatorname{ctg} \alpha$$



$$\sin \frac{\alpha}{2} = \pm \sqrt{\frac{1 - \cos \alpha}{2}} \quad \operatorname{tg} \frac{\alpha}{2} = \pm \sqrt{\frac{1 - \cos \alpha}{1 + \cos \alpha}} = \frac{\sin \alpha}{1 + \cos \alpha}$$

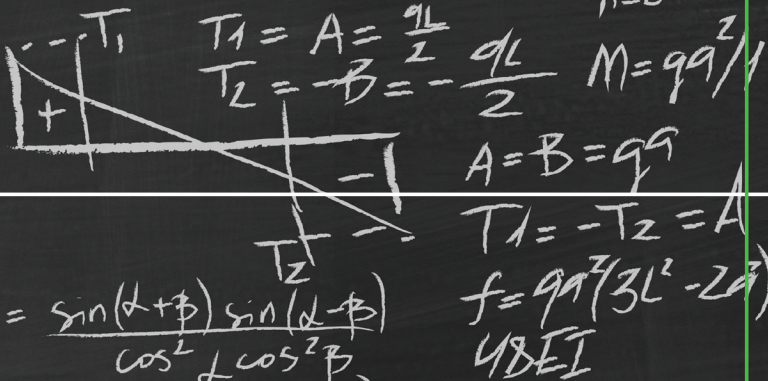
$$\cos \frac{\alpha}{2} = \pm \sqrt{\frac{1 + \cos \alpha}{2}} \quad \operatorname{ctg} \frac{\alpha}{2} = \pm \sqrt{\frac{1 + \cos \alpha}{1 - \cos \alpha}} = \frac{\sin \alpha}{1 - \cos \alpha}$$

$$\sin^2 \frac{\alpha}{2} = \frac{1 - \cos \alpha}{2} \quad \cos^2 \frac{\alpha}{2} = \frac{1 + \cos \alpha}{2} \quad \operatorname{tg}^2 \frac{\alpha}{2} = \frac{1 - \cos \alpha}{1 + \cos \alpha}$$

$$= \sum_{n=0}^{\infty} x^n, |x| < 1$$

$$= \sum_{n=0}^{\infty} (-1)^n x^n, |x| < 1$$

$$e^x = 1 + x + \frac{x^2}{2!} + \dots + \frac{x^n}{n!} + \dots = \sum_{n=0}^{\infty} \frac{x^n}{n!}, |x| < \infty$$



$$\cos \alpha \cos \beta - \sin \alpha \sin \beta = \cos(\alpha + \beta)$$

$$\cos \alpha \cos \beta + \sin \alpha \sin \beta = \cos(\alpha - \beta)$$

$$\operatorname{tg}^2 \alpha - \operatorname{tg}^2 \beta = \frac{\sin(\alpha + \beta) \sin(\alpha - \beta)}{\cos^2 \alpha \cos^2 \beta}$$

$$\operatorname{ctg}^2 \alpha - \operatorname{ctg}^2 \beta = \frac{\sin(\alpha + \beta) \sin(\alpha - \beta)}{\sin^2 \alpha \sin^2 \beta}$$

$$\operatorname{tg}^2 \alpha - \sin^2 \alpha = \operatorname{tg}^2 \alpha \sin^2 \alpha$$

$$\operatorname{ctg}^2 \alpha - \cos^2 \alpha = \operatorname{ctg}^2 \alpha \cos^2 \alpha$$

$$1 \pm \operatorname{tg} \alpha \operatorname{tg} \beta = \frac{\cos \alpha \cos \beta}{\cos(\alpha \pm \beta)}$$

$$\operatorname{ctg} \alpha \operatorname{ctg} \beta \pm 1 = \frac{\cos(\alpha \pm \beta)}{\sin \alpha \sin \beta}$$

$$\cos(\pi \pm \alpha) = -\cos \alpha$$

$$\operatorname{tg}(\pi \pm \alpha) = \mp \operatorname{tg} \alpha$$

$$\cos(2\pi k \pm \alpha) = \cos \alpha$$

$$\operatorname{tg}(2\pi k \pm \alpha) = \operatorname{tg} \alpha$$

$$\sin A = \frac{a}{c} \quad \sin B = \frac{b}{c}$$

$$\cos B = \frac{a}{c} \quad \tan A = \frac{a}{b}$$

$$\cot A = \frac{b}{a} \quad \cot B = \frac{a}{b}$$

$$\sec B = \frac{c}{a} \quad \csc A = \frac{c}{b}$$

$$\sin(\pi \pm \alpha) = \mp \sin \alpha$$

$$\operatorname{tg}(\pi \pm \alpha) = \mp \operatorname{tg} \alpha$$

$$\sin(2\pi k \pm \alpha) = \sin \alpha$$

$$\operatorname{tg}(2\pi k \pm \alpha) = \operatorname{tg} \alpha$$



## ADVISORY SERVICES TO HELP DRIVE YOUR MISSION

Could a better technology strategy help your organization do more with less? Given the damage that scandal and mismanagement have caused many high-profile organizations, are risk issues keeping you up at night? Would outsourcing or other options make your organization more efficient? The complex challenges facing organizations mean that our clients look to our financial advisory, risk and technology consulting professionals for advice on a wide range of issues.

Again, it is our understanding that makes the difference. You will work directly with deeply skilled professionals who already understand nonprofit organizations and who are committed to understanding your organization from top to bottom—your mission, your constituents, your operations, your systems and your finances. We don't sell prepackaged consulting services. We build customized solutions together with our clients.

From your boardroom to your server room, from your organization chart to your balance sheet, RSM is ready to work with you to control your risks, improve your results—to achieve your mission.

### Our advisory services include:

#### Technology and management consulting

- Management consulting
- ERP and CRM
- Cloud computing
- Business intelligence
- Enterprise content management
- Application integration and development
- Infrastructure
- Managed services

#### Business process outsourcing

- Finance and accounting outsourcing
- IT outsourcing / CIO advisory
- Application, infrastructure and security outsourcing

#### Risk advisory services

- Internal audit
- IT audit
- Security and privacy
- Governance, risk and compliance and enterprise risk management
- Contract compliance
- Service organization control assurance
- Regulatory compliance

#### Financial advisory services

- Litigation and dispute advisory
- Forensic accounting
- Fraud investigations

#### Federal award consulting services

- GAP analysis
- Compliance education
- Quarterly claims analysis
- Strategic pricing support
- Dispute resolution
- Indirect rate consulting
- Federal awards training

"RSM has been ASPPH's auditing firm for 15 years. During that time we have received nothing less than stellar service from their staff. Not only are they top-notch in their field, but more importantly they provide ongoing support throughout the year."

Allison J. Foster  
Deputy Executive Director  
Association of Schools and Programs of  
Public Health

## EXPERIENCE TRUE INTEGRATION

One piece doesn't paint the whole picture of your organization. So we take an integrated approach that enables us to bring a diverse range of experience to the table.







## A HISTORY OF SERVICE, A FUTURE OF COMMITMENT

At RSM, our focus is the same as yours—to serve. To serve every client, every day, to the best of our ability.

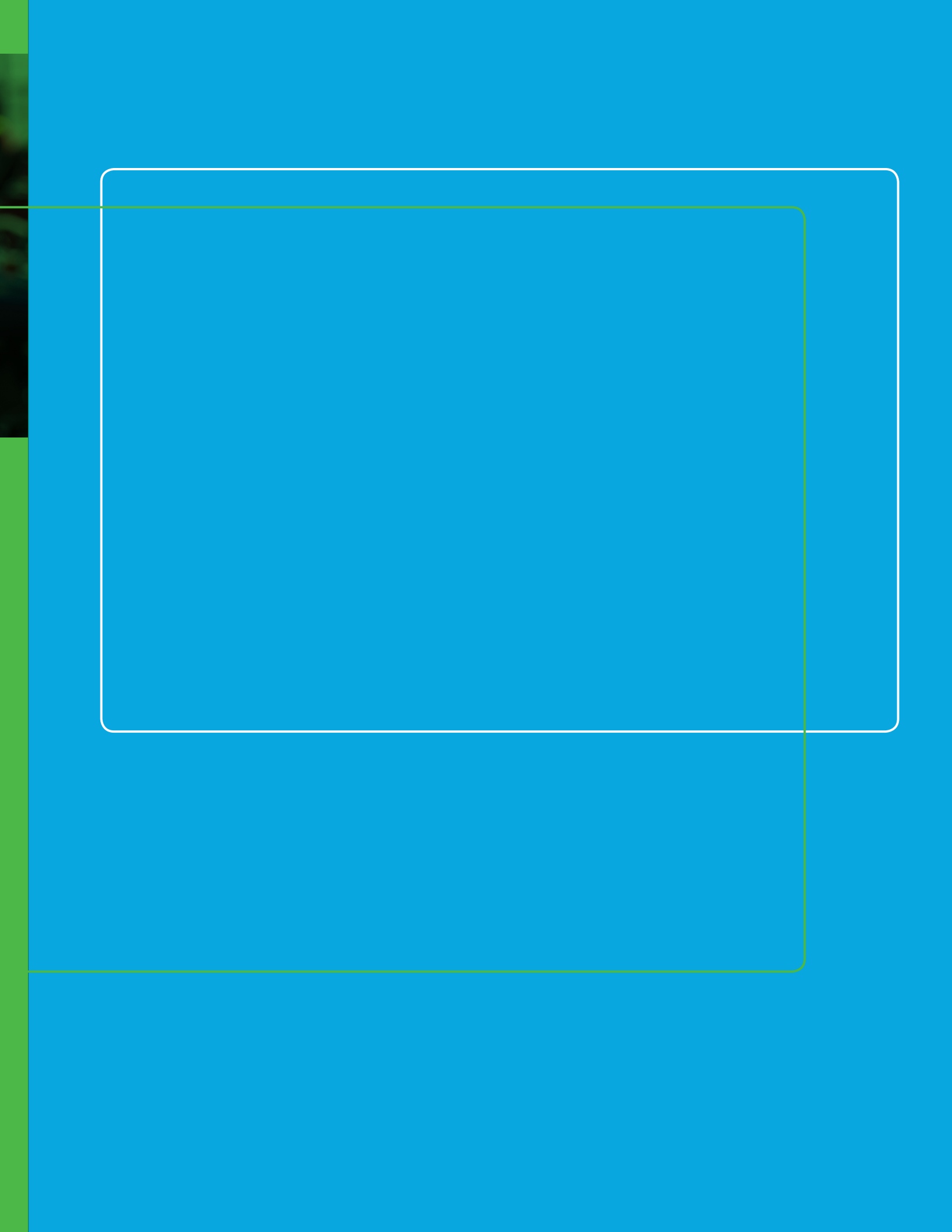
For decades, organizations have turned to RSM for the same reasons: To work with professionals focused on their industry. To work with accountants and consultants with the experience to understand their challenges and the creativity to solve them. To work with leaders committed to helping each organization meet its goals and achieve its mission.

"We have enjoyed a long and beneficial relationship with RSM. RSM not only provides an extremely thorough audit, their auditors listen to their clients and work hard to respond to special requests. RSM has also worked hard to understand our culture, and in doing so, has provided precisely the service needed and requested."

Lieutenant General Pete Osman  
President, Marine Toys for Tots Foundation







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